

- 1 (b) Surveying a set of subject matter experts having
- 2 knowledge or experience relevant to the job to derive how
- 3 said characteristics relate to the job;
- 4 (c) Defining the job based on said surveying.

5 2.
6 The method of claim 1 wherein the characteristics are
7 related to behaviors

11 4
12 The method of claim 1 wherein the characteristics are
13 related to behaviors and attitudes.

The method of claim 1 wherein the characteristics are related to beliefs.

18 The method of claim 1 wherein the set of persons
19 comprises one or more persons.

21 The method of claim 1 wherein the step of surveying
22 comprises providing a set of questions to the subject
23 matter experts, the set of questions being pre-correlated
24 to deriving the importance of said characteristics for the
25 particular job.

27 The method of claim 1 further comprising preparing a
28 report based on the surveying.

29
30 The method of claim 8 further comprising surveying a
31 potential applicant for said job to derive how said
32 characteristics relate to said potential applicant.

10.

2 The method of claim 10 further comprising comparing
3 the surveying of the potential applicant with the surveying
4 of the set of subject matter experts.

11.

6 The method of claim 8 further comprising surveying
7 existing employees regarding said job to derive how said
8 existing employee's demonstration of the said
9 characteristics relative to said jobs.

12.

11 The method of claim 11 wherein the existing employees
12 include the set comparing employees in said job, employees
13 subordinate to said job, employees superior to said job,
14 customers interfacing with said job, peers to said job.

13.

16 The method of claim 12 further comprising surveying a
17 set of existing employees regarding said job to derive how
18 said existing employees demonstrate said characteristics
19 relative to said job.

14.

21 The method of claim 12 further comprising providing
22 feedback to a said existing employee in said job based on
23 the surveying of existing employees.

15.

25 A method for identifying competencies (soft skills)
26 required for superior performance for a given job
27 comprising:

28 determining a Set of Competencies;

29 presenting a Position Survey to one or more persons having
30 prior familiarity with the position;

1 deriving performance criteria relative to said position
2 form the Position Survey;

3 reporting said performance criteria.

4 16.

5 An system for identifying competencies (soft skills)
6 required for superior performance for a given job
7 comprising:

8 A computer having a memory;

9 Software operatively associated with said computer and
10 memory;

11 The software generating a survey for one or more
12 incumbents in a given job or position, the survey being
13 based on a set of observable behaviors for performance in
14 jobs;

15 The software compiling answers to said survey and
16 generating a report that characterizes the job or position
17 based on the observable behaviors.

18

19 17.

20 The system of claim 16 wherein the software further
21 generates a survey for an applicant for said job or
22 position, the survey being based on the set of observable
23 behaviors.

24 18.

25 The system of claim 17 wherein the software further
26 generates a report characterizing the applicant relative to
27 the observable behaviors.

28 19.

29 the system of claim 18 wherein the software further
30 generates a survey for any of the set comprising incumbents
31 in the job or position, co-workers to the incumbent,

1 superiors to the incumbent, or subordinates to the
2 incumbent, the survey being based on the set of observable
3 behaviors..

4 20.

5 The system of claim 19 wherein the software further
6 generates a report characterizing the incumbent relative to
7 the survey of claim 19.

a' 6
Cont'd 7